

**UNITED STATES AIR FORCE ACADEMY
BOARD OF VISITORS
WASHINGTON DC 20330**

29 October 2010

MEMORANDUM FOR SECRETARY OF DEFENSE

FROM: USAFA Board of Visitors
c/o AF/AIDO
2221 S Clark St, Ste 500
Arlington, VA 22202

SUBJECT: Semi-Annual Report, United States Air Force Academy Board of Visitors

As Chairman of the United States Air Force Academy (USAFA) Board of Visitors (BoV), I am pleased to submit this semi-annual report for your consideration as required by Title 10, USC § 9355. This report includes information from BoV meetings in May 2010 and July 2010. The BoV is fully engaged in its charter to provide oversight of USAFA on behalf of the President of the United States and yourself.

The USAFA Membership has improved significantly with the addition of two new members, Retired Major General Marcelite Harris and Retired Lieutenant General Arlen Jameson. However, membership within the Board of Visitors still warrants attention. Membership Additions are still being explored, but the board is projected to lose 3 more members at the end of FY2011 and still carries one vacancy. While the membership of the BoV board has not changed since the last semi-annual report, one extended vacancy and the impending term completion of several members, including myself, warrant attention.

Five subcommittees review the current condition of the Academy and provide inputs to help the Academy attain its goal, to produce leaders of character. Each of the subcommittees gather information, discuss options, and make recommendations to the board for final rulings on proposed actions. I am pleased with the dedication, work and salient insights this group has demonstrated through the deliberations that occurred during this reporting period. Specifics can be gleaned from the individual subcommittee reports.

Congressional Nomination Subcommittee

Congresswoman Loretta Sanchez is the chairperson for this subcommittee. They are committed to developing best practices and reengineering programs to reach underrepresented groups. This is a complex issue that frequently spurs healthy discussions to strengthen the congressional nomination process.

In May, a Congressional Nomination Workshop was attended by inter-service academies, congressional staffers, and representatives in Washington, D.C. The purpose of the workshop was twofold; to assist low nomination districts and educate staff members about service academies. Existing programs were streamlined to demonstrate process efficiencies. Contact with other professionals was an added benefit. The Nomination Smart book was a huge success because it captured these efficiencies and provided examples which included templates. .

As a result, The subcommittee is using similar type events as a springboard to improve the nomination process. Data is being tracked to ensure that all districts perform equally and diligently in nominating candidates for service academy programs.

Character and Leadership

Mr. Terry Isaacson chairs this subcommittee and is a strong advocate for the development of character and leadership. This includes, but is not limited to honor and ethics, respect, gender relations, religious tolerance, athletics programs, and graduate relations.

Since the last semi-annual report, the Secretary of the Air Force signed the letter approving the creation of the Air Force Academy Athletic Association 501(c) (3) known as the United States Air Force Academy Athletic Association (USAFAAA). The Articles of Incorporation as well as the Bylaws have been filed with the State of Colorado. An audit was requested to ensure the existing Non-Appropriated Funds Instrumentality (NAFI) was ready to execute a "clean" crossover of applicable funds into the USAFAAAA. The Non-profit athletic association will enable the academy to achieve pair equity with other institutions within the conference.

Second, significant gains have been achieved within the Athletic Department to diversify the staff. Recently, the Academy hired a minority coach for the new women's basketball program. This is a move in the right direction; however, the Superintendent and the Athletic Director agree that diversity amongst the coaching staff at the Academy still needs work.

Finally, the BSRP (the Wing Honor Board Sanctions Recommendation Panel) process has been an area of interest for the Subcommittee because of concerns expressed by a number of Cadets since the change was implemented a year ago. The process emphasizes a suspected violation and presumptive disenrollment. The BSRP process includes recommendations from the board and other groups which includes the cadets. In each case, a sanction recommendation is made to the Commandant and Superintendent before a final ruling is made. A point of concern centered around the potential for over-riding factors to carry more weight than evidence in determining a sanction. Likewise, the cadets voiced concerns that the system could or might be gamed.

The cadets voiced concerns that mirrored some of the concerns the subcommittee members held about ownership of the code. It was stated, most cadets do not seem concerned until it becomes personnel. Cadets are taught the code and have the handbook, but few acknowledge awareness. Although the cadets believe the system is working, they stated that communication can and must improve. The Character and Leadership subcommittee is committed to pursuing this issue further.

Academics and Course of Instruction

Ms. Ross chairs the Academics and Course of Instruction subcommittee. Several discussions focused on a summation of activities associated with faculty and long term issues.

The Graduate Studies Program and faculty manning achieved some significant gains this past year. Ninety-six graduates from the class of 2010 will attend graduate school. In addition, sixty-five members will attend a terminal Masters program. The RAND study on Air Force advanced degree requirements seems to be accessing the right people and right offices to understand the issues. The recent USAFA manpower study should clarify future requirements and solidify the scope of operations needed to maintain the standards of excellence at the Academy.

Previously, the House Armed Services Committee O & I report identified the Air Force wasn't hiring enough "Pure Civilian" faculty, as opposed to civilians with prior military experience. The subcommittee proposed defining value and intent by stating what constitutes a civilian professor and which experiences were valued. Many USAFA civilians with prior military experience and competitive academic credentials are viewed as "best qualified" which meets the intent of the Larson Report. The subcommittee stated individuals should not be penalized because they have prior service experience.

The subcommittee reported the Board's recommendation of proposed changes to legislation for Permanent Professors holding a command positions during deployments and/or sabbaticals were included in the NDAA.

Admissions and Graduation

Mr. Scribante chairs the Admissions and Graduation subcommittee. The committee reviews processes associated with Admissions and Graduation. Secondary gains from improving the process include improving diversity of the cadet wing and strengthening the candidates that apply to the Academy. This includes, but is not limited to the resources necessary to compete against other top universities. On-going efforts are focused on building a tool to ensure candidates have the skills and abilities necessary to succeed.

Historical trends were reviewed along with the impacts of attrition. Initial data suggests the same percentage of cadets graduated from each demographic group had a high correlate with

admission data. This generated two questions for future discussions: "What is the cost to recruit a candidate for USAF?" and "What is the cost to lose a cadet?"

This year's class had an increased number of qualified applicants and appears to be more diverse than other previous classes. This trend continued with the class of 2014 which appeared to have the most talented group of cadets. This led to a discussion on the value of weighting subcategories. Specific concerns were voiced about whether leadership and character was understated when assessing future cadets.

This led to some discussions about the validity and reliability of the Character Assessment Tool (CAT). Concerns were voiced about potential structural bias that might preclude administration of the tool to the entering Class of 2014. It is an on-going project that needs further research which may involve a renegotiation of the current contract.

Likewise, a discussion focused on the effectiveness of Academy Liaison Officers (ALO) that conduct interviews. Some excel while others do not. Efforts are being made to identify training requirements and standardize the interview process. In conclusion, it was determined that character and leadership, and the "fanatical institutional pride" that springs from character and leadership, ought to be the end result and goal of every subcommittee.

Infrastructure and Resources

Mr. Robin Hayes is the chairman for the Infrastructure and Resources subcommittee. He informed the board that the subcommittee has a detailed list of projects that need to be done to improve the quality of life at the Academy. Mr. Hayes stated that the primary goal of the subcommittee is to maintain, renovate, and improve the facilities and grounds at USAFA.

As reported, the greatest challenge is to find cost effective solutions that preserve the historical significance of the campus. This subcommittee has accepted the challenge to educate others to ensure that the changes, repairs, and additions are long term solutions. Some of the options offer energy solutions that will generate long-term benefits for the Academy.

Several facilities need renovations and/or construction. For example, Fairchild Hall requires a complete overhaul; plumbing and electrical. In contrast, a contractor has offered a solution for the Chapel that will avoid potential closure of the facility during renovations which will generate significant cost savings. Another good news story is that Vandenberg Hall is in its final stages of renovation. However, the best news is that the Center for Character and Leadership Development (CCLD) is ready to begin the initial phase of construction.

Other areas of concern focused on the flow of traffic and potential security concerns posed by commercial traffic and access to the base. This is a high concern because it involves the safety and welfare of the members at the Academy.

Finally, the Academy continues to promote and participate in programs that generate efficiencies. The Academy is a net-zero test base for DoD energy/conservation initiatives. USAFA named the program Falcon Green. The program will highlight conservation, innovation, and education. In addition, a local solution was identified that will generate approximately \$1M in savings. Mitchell Hall, a dining hall, will begin regulating portions to eliminate waste and begin offering an ala carte menu. It will reduce preparation, storage, and increase utilization of foods. All this constitutes change, changes that are making a difference.

Area of Special Interest

No motions were rendered nor voted upon during this reporting period.

Vacancies on the Board of Visitors

At the present time, the BoV has one vacancy. It is a Vice Presidential appointment which must be filled by a Senator. I will continue to engage with the Office of the Vice President on this matter. In addition, we anticipate three vacancies among our Presidential appointees: Ms. Susan Ross and I both have terms that expire in December of 2010, and our Vice Chair, Mr. A. J. Scribante, holds an appointment that expired on 30 December 2009. As stated earlier, The USAFA BoV has been appointed two new members. The board appreciates the support and attention this matter has received.

In conclusion, I am humbled and honored to have had the opportunity to serve on this impressive board. The members of the Board of Visitors look forward to continuing our work with you, senior Air Force leaders as well as with the USAFA Superintendent, Lieutenant General Michael Gould, and his staff while performing our collective duties to serve the Air Force and the American People.

Respectfully,

CHARLES P. GARCIA
Chairman, USAFA Board of Visitors

cc:

Chairman, Committee on Armed Services of the Senate

Chairman, Committee on Armed Services of the House of Representatives

Secretary of the Air Force

Chief of Staff, U.S. Air Force

Deputy Chief of Staff of the Air Force, Manpower and Personnel

Superintendent, USAFA

Members of USAFA Board of Visitors

Designated Federal Officer, USAFA Board of Visitors

Executive Secretary, USAFA Board of Visitors

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**USAFA BOARD OF VISITORS
MEMBERSHIP, COMPOSITION, AND TERMS
(as of 20 October 2010)**

	Years on the Board	Term Expires
<u>APPOINTED BY THE PRESIDENT OF THE UNITED STATES*</u>		
Mr. Charles Garcia (USAFA '83) – Chair	2005-Present	2010
Mr. A. J. Scribante – Vice Chair	2006-2010	2009
Ms. Sue Ross (USAFA '83)	2008-Present	2010
Mr. Robert C. Hayes	2009-Present	2012
Ambassador Susan C. Schwab	2009-Present	2012
Mr. Arlen Jameson		2013
Ms. Marcelite J. Harris		2013

APPOINTED BY THE VICE PRESIDENT OF THE UNITED STATES

U.S. Senator Bob Bennett (R-UT)	2007-Present	Annually
U.S. Senator Ben Nelson (D-NE)	2007-Present	Annually

APPOINTED BY THE SPEAKER OF THE HOUSE OF REPRESENTATIVES

U.S. Representative Doug Lamborn	2007-Present	Annually
U.S. Representative Loretta Sanchez	2007-Present	Annually
U.S. Representative Jared Polis	2009-Present	Annually
Mr. Terry Isaacson (USAFA '64)	2006-Present	Annually

APPOINTED BY THE CHAIRMAN, SENATE ARMED SERVICES COMMITTEE

U.S. Senator James Inhofe (R-OK)	2009-Present	Annually
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APPOINTED BY THE CHAIRMAN, HOUSE ARMED SERVICES COMMITTEE

U.S. Representative Niki Tsongas	2008-Present	Annually
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* Presidential appointees serve for three years; however, per Title 10, they continue to serve on the Board until replaced.

CHARTER
BOARD OF VISITORS OF THE U.S. AIR FORCE ACADEMY

- A. Official Designation: The Committee shall be known as the Board of Visitors of the U.S. Air Force Academy (hereafter referred to as the Board).
- B. Objectives and Scope of Activities: The Board, under the provisions of 10 U.S.C. § 9355, as amended, and the Federal Advisory Committee Act of 1972 (5 U.S.C., Appendix, as amended), shall provide the Secretary of Defense, through the Secretary of the Air Force, and to the Committee on Armed Services of the Senate and the Committee on Armed Services of the House of Representatives, independent advice and recommendations on matters relating to the U.S. Air Force Academy, to include but not limited to morale, discipline, and social climate, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.
- C. Board Membership: The Board shall be composed of not more than 15 members. Under the provisions of 10 U.S.C. § 9355 (a) and (b)(2), the Board members shall include:
1. Six persons designated by the President, at least two of whom shall be graduates of the U.S. Air Force Academy.
 2. The chairman of the Committee on Armed Services of the House of Representatives, or his designee.
 3. Four persons designated by the Speaker of the House of Representatives, three of whom shall be members of the House of Representatives and the fourth of whom may not be a member of the House of Representatives.
 4. The chairman of the Committee on Armed Services of the Senate, or his designee.
 5. Three other members of the Senate designated by the Vice President or the President pro tempore of the Senate, two of whom are members of the Committee on Appropriations of the Senate.

All non-Federal Government Advisory Committee members shall be appointed by the Secretary of Defense and shall serve as Special Government Employees under the authority of 5 U.S.C. § 3109. Board Members shall, with the exception of travel expenses, serve without compensation.

Board Members designated by the President shall serve for three years except that any Member whose term of office has expired shall continue to serve until a successor is appointed. In addition, the President shall designate persons each year to succeed the Members whose terms expire that year. Each of the additional nine Board members serves a minimum term of one year, and may continue to serve until a successor is appointed. The Board Members shall select the Board Chairperson and Vice Chairperson from the total membership. The Chairperson and Vice Chairperson shall serve for a period of one year commencing with the beginning of the following calendar year and until their re-election or the election of their successors.

If a member of the Board dies or resigns or is terminated as a member of the board, a successor shall be designated for the unexpired portion of the term by the official who designated the member.

If a member of the Board fails to attend two successive Board meetings, except in a case in which an absence is approved in advance for good cause by the Board chairperson, such failure shall be grounds for termination from membership on the Board. Termination of membership on the Board pursuant to 10 U.S.C. § 9355(c) (2), shall in the case of a member of the Board who is not a member of Congress, may be made by the Board chairperson; and in the case of a member of the Board who is a member of Congress, may be made only by the official who designated the member. When a member of the Board is subject to termination from membership on the Board under this absenteeism provision, the Board chairperson shall notify the official who designated the member. Upon receipt of such a notification with respect to a member of the Board who is a member of Congress, the official who designated the member shall take such action, as that official considers appropriate.

Upon approval of the Secretary of Defense, the Board, pursuant to 10 U.S.C. § 9355(g), may rely on advisers for consultation. These advisers shall, with the exception of travel expenses, serve without compensation.

- D. Board Meetings: The Board shall meet at the call of the Designated Federal Officer, in consultation with the Chairperson, at least four times per year.

The Designated Federal Officer shall be a full-time or permanent part-time DoD employee, and shall be appointed in accordance with established DoD policies and procedures. The Designated Federal Officer or an Alternate Designated Federal Officer shall attend all Board and subcommittee meetings.

The Board shall be authorized to establish subcommittees, as necessary and consistent with its mission, and these subcommittees or working groups shall operate under the provisions of the Federal Advisory Committee Act of 1972, the Government in the Sunshine Act of 1976 (5 U.S.C. § 552b, as amended), and appropriate federal regulations.

Such subcommittees or working groups shall not work independently of the chartered Board, and shall report their recommendations and advice to the Board for full deliberations and discussion. Subcommittees or working groups have no authority to make decisions on behalf of the chartered Board nor can they report directly to the Agency or any federal officers or employees not Board Members.

- E. Duration and Termination of the Board: Pursuant to 10 U.S.C. § 9355 the need for this advisory function is on a continuing basis; however, it is subject to renewal every two years.
- F. Agency Support: The Department of Defense, through the Secretary of the Air Force, shall provide support as deemed necessary for the performance of the Board's functions, and shall ensure compliance with the requirements of 5 U.S.C., Appendix. Upon approval by the Secretary, the Board may call in advisers for consultation.
- G. Operating Costs: It is estimated that the annual operating costs, to include travel costs and contract support, for this Board is \$80,000.00. The estimated annual personnel costs to the Department of Defense are .80 full-time equivalents (FTEs).
- H. Recordkeeping: The records of the Board and its subcommittees shall be handled according to section 2, General Records Schedule 26 and appropriate DoD policies and procedures.

These records shall be available for public inspection and copying, subject to the Freedom of Information Act of 1966 (5 U.S.C. § 552, as amended).

I. Charter Filed: October 4, 2008

UNITED STATES AIR FORCE ACADEMY

BOARD OF VISITORS BYLAWS

ARTICLE I: AUTHORITY AND PURPOSE

The United States Air Force Academy Board of Visitors (the Board) is governed by Title 10, U.S. Code, § 9355, *Board of Visitors*. It is an oversight board in the executive branch of the government established to inquire into the morale, discipline, and social climate, the curriculum, instruction, physical equipment, fiscal affairs, academic methods, and other matters relating to the Academy that the Board decides to consider.

Unlike a corporate board of directors, this Board cannot be directive in its oversight role. The Board is an advisory board charged with providing independent advice and recommendations on matters relating to the U.S. Air Force Academy. The Board shall be responsible for advising the Superintendent (and, in turn, the Chief of Staff, the Secretary of the Air Force and the Secretary of Defense) by making recommendations on significant matters relating to the Academy.

The Board may request, without restriction, information, facts, and briefings in support of its role to oversee operations of the Air Force Academy.

The Secretary of the Air Force and the Superintendent of the Academy shall provide the Board candid and complete disclosure, consistent with applicable laws concerning disclosure of information, with respect to institutional problems.

ARTICLE II: RULES OF CONSTRUCTION

Nothing in these bylaws shall be construed to supersede the provisions of the public laws of the United States, or any Air Force or Department of Defense regulation, directive, or instruction. Nothing in these bylaws shall be construed to create liability in any Board member for any action taken by the Board or the Air Force Academy.

ARTICLE III: MEMBERSHIP

Section 1 - Board of Visitors: By law, the Board of Visitors of the United States Air Force Academy is constituted annually and consists of:

- a. Six persons designated by the President. At least two of these members shall be graduates of the Academy.
- b. The chairman of the Committee on Armed Services of the House of Representatives, or his designee.

c. Four persons designated by the Speaker of the House of Representatives, three of whom shall be members of the House of Representatives and the fourth of whom may not be a member of the House of Representatives.

d. The chairman of the Committee on Armed Services of the Senate, or his designee.

e. Three other members of the Senate designated by the Vice President or the President pro tempore of the Senate, two of whom are members of the Committee on Appropriations of the Senate.

Section 2 - Term of Service: By law, the persons designated by the President serve for three years each except that any member whose term of office has expired shall continue to serve until his successor is designated. The President shall designate persons each year to succeed the members designated by the President whose terms expire that year. If a member of the Board dies or resigns or is terminated as a member of the board, a successor shall be designated for the unexpired portion of the term by the official who designated the member.

Section 3 - Service Expectation: The Board is a working board and its members are expected to attend all meetings and to participate in the activities of the Board. Board members have the duty to make constructive recommendations to ensure the mission of the Academy is appropriately met. If a member of the Board fails to attend two successive Board meetings, except in a case in which an absence is approved, for good cause, by the Board chairman, such failure shall be grounds for termination from membership on the Board. A person designated for membership on the Board shall be provided notice of the provisions of this paragraph at the time of such appointment.

When a member of the Board is subject to termination from membership on the Board, the Board chairman shall notify the official who designated the member. Upon receipt of such a notification with respect to a member of the Board who is a member of Congress, the official who designated the member shall take such action as that official considers appropriate. In the case of a member of the Board who is not a member of Congress, termination of membership may be made by the Board Chairman.

Section 4 - Officers:

a. The officers of the Board are the Chairman and the Vice Chairman. A chairman and a vice chairman shall be elected annually by the Board at an organizational meeting held during the last quarter of each calendar year.

b. The Chairman and Vice Chairman shall serve for a period of one year commencing with the beginning of the following calendar year and until their re-election or the election of their successors.

c. The Vice Chairman shall preside at the meeting in the absence of the Chairman, or if the Chairman resigns or is unable to perform the functions of the office because of illness or death.

Section 5 - Subcommittees: The Chairman may, on an as-needed basis, create subcommittees of the parent committee (the Board). The Chairman will determine the size, focus, and duration of the subcommittees. The Chairman will designate a chair for each such subcommittee from among the members appointed and will charge these subcommittees with their tasks. The Designated Federal Official (DFO) is the authority to call parent Board and/or subcommittee meetings. Subcommittees may be used to conduct research or gather information for the use of the entire board. Subcommittee meetings will not be open to the public, but the appropriate Chairperson shall certify the accuracy of minutes within 90 calendar days. The DFO shall also ensure that a summary of Admin and Preparatory Work meetings is required to include a listing of who attended the meeting and that the information be maintained as part of the Committee's official records. No individual Board member or subcommittee shall take official action for the Board unless authorized to do so. The Executive Secretary will assist chairs of any subcommittee with administrative support. Subcommittees shall be responsible for reviewing and making recommendations to the full board on subjects the board shall designate. Each subcommittee will be assigned a USAFA subject matter expert as a point of contact to assist with collection of any necessary information.

Section 6 - Designated Federal Officer: The Deputy Assistant Secretary of the Air Force for Force Management Integration (SAF/MRM) shall serve as the Designated Federal Officer required by section 10 (e), Federal Advisory Committee Act (FACA) (5 U.S.C. Appendix, 10(e)), and shall have the duties and responsibilities imposed by sections 10 (e) and (f), FACA (5 U.S.C. Appendix, 10 (e) and (f)). As part of those duties, SAF/MRM shall attend all meetings of the Board and may exercise the authority to adjourn any meeting of the Board, if determined to be in the public interest. As the DFO, SAF/MRM is also responsible for approving any meeting of the USAFA BoV, to include its agenda. The SAF/MRM Assistant Deputy for Officer Accessions and Programs will serve as the alternate DFO. Additional alternate DFOs will be appointed, as required by DoD policy, to attend subcommittee meetings.

Section 7 - Executive Secretary: The Executive Secretary shall be appointed by the Deputy Chief of Staff, Manpower & Personnel (AF/A1). The Executive Secretary shall abide by the provisions set forth in the Federal Advisory Committee Act to include ensuring timely notice of each meeting is published in the Federal Register; and shall ensure, subject to Section 522, Title 5, United States Code, the records, reports, transcripts, minutes, appendixes, working papers, drafts, studies, agenda, or other documents which were made available to or prepared for or by the Board of Visitors are made available for public inspection and copying at a single location. Additionally, the Executive Secretary shall:

a. Prepare detailed minutes of each meeting of the USAFA BoV, to include a record of the persons present, a complete and accurate description of matters discussed and conclusions reached, and inclusion of any subcommittee updates/reports.

b. Will assist chairs of any BoV subcommittee with any necessary information and administrative support.

c. Maintain the BoV bylaws.

ARTICLE IV: MEETINGS

Section 1 - Designated Board Meeting Dates: The Board should meet at least four times a year, with at least two of those meetings at the Academy. Other than for those meetings required to convene at USAFA, meetings of the Board may be conducted in whole or in part through electronic means. The Board or its members may make other visits to the Academy in connection with the duties of the Board. Board meetings should last at least one full day. Board members shall have access to the Academy grounds and the cadets, faculty, staff, and other personnel of the Academy for the purposes of the duties of the Board.

Section 2 - Notice of Meetings of the Board of Visitors:

a. Notice of the scheduled or special meetings of the Board shall be published in the Federal Register in accordance with the FACA (5 U.S.C. App, 10 (a) (2)). The notice shall be published at least 15 calendar days before the date of the meeting, except that a shorter period may be authorized in an emergency situation, with the prior approval of the Department of Defense Committee Management Officer (Para E3.12.9, DoDI 5105.04). The notice shall state the time, place, and purpose of the meeting and set forth a summary of the agenda. The notice shall also state whether the meeting will be open to the public.

b. All meetings of the Board shall be open to the public. In those instances where the Chairman recommends certain sessions (e.g., sessions involving personal information protected by the Privacy Act of 1974) of a scheduled meeting, or the entire meeting, should be closed to the public in accordance with provisions of Section 552b(c), Title 5, United States Code, the Chairman will notify the Executive Secretary.

Section 3 - Agenda: Prior to each meeting, the Chairman shall prepare a meeting agenda after consultation with other members of the Board, the Superintendent of the Air Force Academy, the DFO, and others as deemed appropriate. Agenda topics for convened meetings will include:

a. Review of the United States Air Force Academy strategic plans, objectives, and performance metrics.

b. Review and assess goals, objectives, initiatives and performance.

c. Update milestones and accomplishments from independent audits that have received leadership attention.

- d. Those matters deferred from previous Board meetings for consideration at the next scheduled meeting.
- e. Those matters proposed for discussion by the Academy or the Department of the Air Force that are agreed to by the Board Chairman.
- f. Those matters proposed for discussion by Board members, provided the Board Chairman agrees to them and the Executive Secretary has reasonable time to coordinate Academy and Department of the Air Force views on the proposed matters.
- g. The following agenda items will be discussed on an as needed basis:
 - 1) Initiatives that incur significant costs to the Federal Government but where the benefits are not readily linked with established Academy strategic goals, objectives, or performance metrics.
 - 2) Initiatives connected to broad cultural change that will take concerted effort from Academy and AF leadership.
- h. At the conclusion of each Board meeting, the members shall be apprised of tentative dates and locations for subsequent Board meetings.
- i. Any member of the Board may make special visits to the United States Air Force Academy, in addition to those described herein, in connection with the duties of the Board or to consult with the Superintendent.

Section 4 - Quorum: No business may be transacted at a meeting of the Board unless a quorum of six members is present. Participation in a Board meeting through electronic means suffices for attendance for the purpose of obtaining a quorum. In other words, regardless of the forum (a face-to-face meeting, an electronic-based meeting, or a combination of both), at least six members must participate for business to be transacted.

Section 5 - Parliamentary Procedure: Except as provided herein or through decisions of the Board, *Robert's Rules of Order* shall apply in all proceedings and discussions of the Board of Visitors and its subcommittees. All questions shall be decided by a majority vote of the members present (in person or by electronic means). Each member shall have one vote. Voting may be done by mail ballot or by telephone call, electronic mail, or other means designated by the Board, the Chairman, or subcommittee chairmen.

Section 6 - Participation of the Public: Members of the public attending open meetings and briefings of the Board may, upon approval by the Chairman, be allowed to present questions from the floor or speak to an issue under discussion by the Board. Any member of the public shall also be permitted to file a written statement with the Board. Written statements must address the following: the issue, discussion, and a recommended course of action. The proposed statement will be submitted to the DFO. However, if a written statement is not received at least

10 days before the first day of the scheduled meeting then it may not be provided to, or considered by, the BoV until its next open meeting. The DFO will review all timely submissions with the BoV Chairperson and ensure they are provided to members of the BoV before the meeting that is the subject of the proposed written statement. If, after review of timely submitted written comments, the BoV Chairperson and DFO deem appropriate, they may choose to invite the submitter of the written comments to orally present their issue during an open portion of the BoV meeting subject to the submitter's request. The DFO and BoV Chairperson may, if desired, allot a specific amount of time for members of the public to present their issue for BoV review and discussion. Direct questioning of BoV members or meeting participants by the public is not permitted except with the approval of the DFO and Chairperson.

Section 7 - Proxy Voting: Proxy voting is not allowed. A letter from an absent member presenting a position on a particular matter under consideration by the Board shall not constitute a vote on the matter, but the letter may be read to the Board by the Chairman and shall be appended to the Minutes of the Board.

Section 8 - Special Meetings: The Chairman may propose a special Board meeting for good cause or upon written request of at least a majority of the Board members.

Section 9 - Minutes of the Board of Visitors: Detailed minutes of any meeting held by the Board shall be kept by the Executive Secretary and shall contain a record of persons present, a complete and accurate description of matters discussed and conclusions reached, if any, and copies of all reports received, issued, or approved by the Board. The statement of members will appear only in summation form, except any member may exercise the right to have views incorporated verbatim in the minutes. Minutes shall be compiled by the Executive Secretary and certified by the Chairman of the Board. Subject to 5 U.S.C. Section 552, the records, reports, transcripts, minutes and other documents pertaining to the Board's activity will be available for public inspection in the office of the Executive Secretary.

Section 10 - Reports: The Board shall prepare a semiannual report containing its views and recommendations pertaining to the Academy, based on its meetings since the last such report and any other considerations it determines relevant. Each such report shall be submitted concurrently to the Secretary of Defense, through the Secretary of the Air Force, and to the Committee on Armed Services of the Senate and the Committee on Armed Services of the House of Representatives.

- a. The Chairman shall be responsible for the preparation of the reports and the members of the Board of Visitors should approve the reports by a majority vote.
- b. The Secretary and Chief of Staff of the Air Force, as well as the Superintendent of the Academy, will receive a copy of the approved reports.

ARTICLE V: GENERAL

Section 1 - United States Air Force Academy: The United States Air Force Academy, without restriction, will provide to the Board information, briefings, and facts in preparation for meetings in support of its role to oversee operations of the United States Air Force Academy, and will provide Board members access to the Academy grounds and cadets, to include attending classes and meeting with cadets informally and privately. Also, the Superintendent of the Air Force Academy will ensure BoV members receive candid and complete disclosure of all institutional problems, to include cadet and faculty surveys, and any information related to the culture and climate of the Academy.

Section 2 - United States Air Force: The Air Force, as an executive branch department, is responsible for implementing policies, law, regulations, and statutes concerned with the Academy, as well as achieving the desired outcomes. This is done through the chain of command that proceeds from the Secretary of the Air Force to the Chief of Staff of the Air Force, and then to the Superintendent of the Air Force Academy.

Section 3 - Amendments of Changes to the Bylaws of the Board of Visitors: The bylaws will be reviewed annually. Amendments or changes to the bylaws of the Board of Visitors may be suggested to the Board Chairman, in writing, by any member as an Agenda item at a scheduled Board meeting not less than 30 days prior to the meeting. The assent of at least two-thirds of the members of the Board is necessary to amend or change these bylaws.

Section 4 - Reimbursement: While performing duties as a member of the Board, each member of the Board and each adviser shall be reimbursed under Government travel regulations for travel expenses.

(Approved 10 January 2008)